BEST PRACTICES/ LESSONS LEARNED DURING MAJOR TRANSFORMATION AND REORGANIZATION

HOWARD D. KELSEY

NAVFAC

3 MAY, 2004

BUSINESS PROCESSES

- Need to be standardized as much as possible in a discipline not known for standardization…..
  - Focuses training and ‘community management’
  - Allows development of performance indicators
  - Directs proper allocation of human resources
  - Professionalizes the discipline

COMPETITION AND INCENTIVES

- Are typical in the private sector…why not in government?
  - NSPS is probably going to get here
  - Innovation and core business focus is required
  - Divestiture of non-core functions is necessary
  - P=O/C, where P is Productivity, O is Output and C is Cost

COMMAND ROLL-UPS

- Require management to rethink staffing and function…..
  - Pushes concept of ‘workforce shaping’
  - Improves development of the RE business line
  - Requires that open communication is the norm
  - WFS, CM, execution of the mission are related
  - Do the same with less? At some point, more with less becomes counterproductive

BRAC

- For the Navy at least, will be different this time around……
  - Convey within 2 years is the goal
  - Fewer Fed-to-Fed and PBC actions; more sales
  - Proper roles for community, land owner and developer
  - Zoning/police power authority vs. development role5